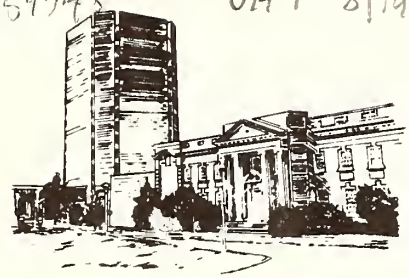
ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY
INTERVIEWS WITH
WILLIAM SHAFER

BY - CHARLES W. CRAWFORD
TRANSCRIBER - BETTY WILLIAMS
ORAL HISTORY RESEARCH OFFICE
MEMPHIS STATE UNIVERSITY



ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY

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JANUARY 31, 1975

BY CHARLES W. CRAWFORD

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ORAL HISTORY RESEARCH OFFICE

MEMPHIS STATE UNIVERSITY

SHAFFER WILLIAM

MEMPHIS STATE UNIVERSITY

ORAL HISTORY RESEARCH OFFICE

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PLACE Knoxville, Tennessee

DATE January 31, 1975

W. A. Shafer
(Interviewee)

Charles W. Crawford
(For the Mississippi Valley Archives of the John Willard Brister Library of Memphis State University)

(OHRO Form B)

THIS IS A PROJECT WITH THE ORAL HISTORY RESEARCH OFFICE OF MEMPHIS STATE UNIVERSITY. THE PROJECT IS "AN ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY." THE PLACE IS KNOXVILLE, TENNESSEE. THE DATE IS JANUARY 31, 1975. THE INTERVIEW IS WITH MR. WILLIAM SHAFER. THE INTERVIEW IS BY CHARLES W. CRAWFORD, DIRECTOR OF THE MEMPHIS STATE ORAL HISTORY RESEARCH OFFICE. TRANSCRIBED BY BETTY WILLIAMS. INTERVIEW # I.

DR. CRAWFORD: Mr. Shafer, I think it would be well if we started with some background biography about you. You might start back as far as you like and sum up your life a bit to the time when you became associated with the Tennessee Valley Authority.

MR. SHAFER: I was born in Pendleton County, Kentucky, August 12, 1909. My father's name obviously was Shafer and my mother's name was Owen, which was Welsh. I am a combination of Welsh, German, and Scotch-Irish. My great grandfather Owen was supposed to have operated a ferry boat between Covington, Kentucky and Cincinnati way back in the early 1800's. Then they moved into Kentucky and started farming. The town where I grew up was Falmouth, Kentucky, and I graduated from high school there and then graduated from the Department of Journalism at the University of Kentucky in 1932.

That happened to be the Depression years and I went back and did graduate work in political science under Dr. Emory VandenBosch, who was somewhat noted for his expertise in the Dutch East Indies as it was known

then and I believe worked during World War II with the Donnovan Committee. Then I worked for about a year on the Detroit Free Press and came to TVA in January, 1935. TVA was not quite two years old then. The first part of the work was mail room work which paid a little bit better than the newspaper. Then in '36 I came into the TVA Information Office whose director was W. L. Sturdivant. One of his assistants, Maurice Henley, had been City Editor of the Cincinnati Post, I believe it was, a Scripps-Howard paper in Cincinnati.

At that time I did the usual public relations work--writing press releases, writing some speeches and articles for TVA Board Members Division Heads, and things of that sort. We had a few--I say a few--compared with the later influx, visitors, both American and foreign. I hesitate to try to list them,but there were some extremely interesting ones, and I pretty much did that kind of work until 1943 when I went into military service. I spent two and a half years in the Navy as a Communication Officer for a group of LST's--Landing Ship Tanks.

Then I came back after the war to the Information Office and did pretty much the same type of work including editing and writing a weekly News Bulletin which went out to papers throughout the Valley. The idea was that a lot of little items which could be used as filler but did not justify a full-fledged press release. Everything from the work of Fish and Game, the beginning of a deer herd in the Norris area, little items like that. Any big releases of course, like a new dam or something was a full-fledged release. This bulletin went on and I did that for four and a half years after the war. I did that with my left hand. With my right hand I was

pretty much looking after the visitors who came through, both groups from this country and foreign visitors. I should have picked up one of those booklets because I'm going to have to stop and think and slow things down.

I guess about 1950 or '52 we began to get so many visitors both U.S. and foreign that I switched over into doing just that. Someone else took over the newsletter. The college groups that came through TVA of course, were of considerable interest. I think there was a height of interest around that time for college groups. The University of Illinois came down and, I suppose, 8 or 10 years in a row. Vassar College, the director of field work, Ed Solomon, was here with Vassar College groups, all girls then. I suppose there were three or four of those. I'm sorry, Ed Solomon was Sarah Lawrence College, and he was here a number of times. The Vassar College group was the first group I think, that was headed by Dr. Mable Newcomer, who was head of their Economics Department, then later their director of field work. There was also a lady from Louisville, Kentucky. There were groups, M.I.T., Temple, Connecticut College, you could rattle off dozens of them I guess.

We had, I suppose, in 1946 the first year I was back from military service, about 600 visitors from other countries, ranging all the way from heads of state to technicians and students. It kept on climbing until probably around the 1950's. In the early 1950's it was up around 2800 a year, from around a hundred countries at that time. You run somewhat bigger than that now.

Along in that period, Nehru was here. I recall his comment when he got up in a talk at a luncheon and referred to TVA as a "world legend".

He was a very gifted man with words. Others were Prime Minister of Burma, the King and Queen of Thialand, King and Queen of Nepal. That is all down in the record so it is probably not worth going into, but it made a very interesting arrangement because we had motorcades and banquets I think, [it was] one of the things that particularly interested a lot of the people after visiting other parts of the country and seeing big plants and cities. But here they actually did have a chance to talk to farmers. For a lot of the people coming from these countries, of course, agriculture was a big thing.

I recall the Prime Minister of Afghanistan along in the fifties who saw some of the dams and steam plants and atomic energy installations and then came back and stopped at the farm out north of Knoxville where the farmer presented him with a jar of honey produced on the farm. The next morning the Prime Minister arranged as he was leaving to have an Afghan student at the University go out and present the farmer with this special rug that the Prime Minister had. That provided a lot of publicity, by the way.

I retired in 1965. I am not too familiar with what has gone on since then. Obviously, there were a lot of interesting people showed up, like the French Catholic priest who came in one day unannounced and said that he was an old friend of Henry Luce, the publisher of Time. He spent a couple of days with us. I suppose three months later I saw his picture in Time and a big write-up about how he had been a leader in the French Resistance. This was fairly typical of the type of individual. We also had a lot of newspaper people from this country, not only the Valley papers, but there were papers in Washington and New York, Chicago and The Christian Science

Monitor in Boston, who was Richard Strout. It was quite a mixture. I quoted twenty-eight hundred foreign visitors a while ago but we also at that time had the college groups, farm groups, business groups, and even religious groups that would come through having a look at what was going on here. That added another 2,000 probably. So we ran up over 4,000 visitors. These are the ones who came in and talked to people. We arranged for them to talk to people like the TVA Directors to Division heads who were supervising the work that they might be particularly interested in, and then arrange for them to go out on trips. This is different from the people that go to the dams and steam plants to see our TVA Public Safety Service, which is a very efficient outfit. It took care of them there on a tour through, but that ran into the millions.

DR. CRAWFORD: Why do you suppose TVA was such an item of interest to foreign visitors? I know other government agencies did not receive that much attention.

MR. SHAFER: Some of the early research and a lot of the speeches that were made said that the South was at one time considered somewhat of a colonial area. A lot of these people, I think, felt a certain connection with TVA because they thought they were colonial areas, and here was an area of the United States--you remember this goes back to 1933, '43 and so on--where they were interested in what the United States government was doing to try to build this up.

I remember helping work on some of the reports along that line one time with Dr. John Goff, I believe, from Auburn perhaps was doing some research.

The railroad freight rate system was so scheduled that (I hope my memory isn't failing) a manufacturer of shoes in Nashville, Tennessee shipping them to a market in Illinois would have to pay a higher freight rate than a shoe manufacturer in Chicago sending shoes to Tennessee. That is one example perhaps of what the colonial idea was. The South was a raw material producing area--timber, and, of course, cotton, shipped to mills in the north. That sounds odd to say that now considering all the mills that you have in South Carolina and North Carolina and all these other places. But we had to keep in mind again what this was--the thirties and forties.

Of course, the original set-up for TVA was in the preamble to the TVA Act, where it was set up to provide for flood control, navigation, incidental production of electric power, to provide for the economic development of the region, and for other purposes. You may remember that. So it covered almost everything--the whole idea was the unified development of the Tennessee Valley Region. The idea was developing everything, farming,industry, electric power, control of floods, and use of fertilizers. There again, I am sure you will get a lot more on that from Louis Nelson in Sheffield, Alabama. But he's probably the fourth director of Agricultural and Chemical Development that we had, going back to Dr. Harry Curtis, Charles Young, and a man named Miller, whose first name I can't remember. They were heads of that organization before Nelson. One of the problems, in spite of the interest from some of the people in these colonial areas and the development of the region later on (perhaps around the middle of 1950's when General Herbert Vogel, who was then Chairman of the Board, had an idea about setting up a Resources Develop-

ment Seminar for foreign individuals who were interested in this) was trying to get across this idea in their own countries that one of the most effective ways would be this idea of unified development, whether it was in Nigeria or Columbia, South America or anywhere like that.

We set up the seminar in '61 or 62 and found it difficult to get away from their own specialty. The foreign-aid people, State Department, and some of the foundations, would send people down here, and here and there was one who understood the unified over-all development of all resources sumultaneously. But, I guess, the majority of them, if they were engineers they hoped to spend most of their time in engineering and they struggled a little when they had to listen to explanation from our comptroller about how the whole thing was financed, or our Personnel Director how we selected people to do these things, or how we handled our purchasing or land buying or any of those things. They wanted to stick to their own particular field, and it was natural, but it was a problem.

Now we did have a Mrs. Thompson on our staff who handled programs for trainees. We tried to in this seminar arrangement to make it clear in the material that we sent to the State Department and foreign-aid people and foundations and so on, the type of people we were looking for were the ones who were young now but who ultimately [would] would be in the level of government where they would have to look at the whole picture. The ones who wanted to stick to their own knitting like agriculture or engineering, we tried to point out, would be better off if they would come down to the training program and Mrs. Thompson who was on my staff and who handled it. She would arrange, depending on what the various

divisions were willing to spend, time with them. They would spend anywhere from 6 weeks to 6 months, one man with power, one man with engineering, and one man with agriculture. That worked pretty well and we had a lot of them.

At the moment, I am trying to collect my thoughts here. I recall among things that Jonathan Daniels, Raleigh News and Observer back in the thirties visited TVA several times and wrote quite a bit about it. One of the things that he makes a point [about] was the research that went to waste. He was talking to the head of our Research staff at that time, Dr. Till Howard, and was looking at the books in Howard's office. This was perhaps after TVA had been going six or eight years and he perhaps making [it] a little more colorful said, "Here are all these reports on various important subjects, but they were covered with dust. The research was done and nothing happened." That struck me as being something that all too often happens to all kinds of research.

When the problem comes up a few years later not only TVA, but I think all sorts of agencies, both public and private, may set up another staff and do research again where they probably could benefit a lot by going back through some of those things that were done earlier.

TVA had an agricultural-engineering staff that was really a branch size organization here which got into all sorts of work like the quick freezing of fruits and vegetables, and the use of walk-in community refrigerators. Again, you have to keep in mind the time that this was done. With every other family having a deep freeze now it seems out of place. But they set up a community walk-in refrigerator at a central point in some small community, perhaps at

the country store, who would operate it. The farmers would butcher meat, and store it in there for a small fee. Ham-curing cabinets was another one of them. There's a man still living out here, L. N. Baker in Fountain City who is about 85 now, written up in the papers the other day because he had a 1925 telephone in his house and he kept it because he liked it. But Baker specialized among other things in developing some ham-curing cabinets to do it quicker and more effectively and so on. But all of those things [were part of] the idea of developing the economy of the region, a lot of them in small ways.

I don't know if anyone has mentioned or not the research that TVA did in the use of kaolin, the clay used in making china, dinnerware?

DR. CRAWFORD: A few references, Mr. Shafer. Could you tell us more about that?

MR. SHAFER: I'm not sure whether that was originally Arthur E. Morgan's sponsorship or perhaps maybe the whole Board, but as I recall the development there, a lot of the high grade kaolin used in the making of the fine translucent china was imported from England. There were deposits of it in this country, particularly Western North Carolina around Spruce Pine. It had not been useable because it had mineral impurities so that when they made a high grade plate, teapot or something of that sort, it would come up streaked with mineral streaks.

So TVA set it in Norris and they operated for about three or four years under the direction of a man named Robert E. Gould. When that work was finished, I think he left TVA to become a Vice President or General Manager of

Buffalo Pottery Company, making a different kind of pottery, I believe, a hotel china. I'm not still sure Mr. Gould is living or not, but they had a laboratory there that they were working on two or three things including a process of refining to eliminate these mineral impurities in this kaolin so it could be used. That of course would be helpful in building up the economy of that Western North Carolina region. Two companies--I'm not sure of my company names entirely--one of them was Harris Clay Company and one was T. W. Spinks Company, something of that sort. My wife worked in that, that time she came down here from college. She was originally from Memphis with a Yankee education. Anyway the refining was one point, a second one was to try to work out some kind of mass production methods of making china.

At that time I remember Mr. Gould saying that it was still a hand industry and had been for years. It was almost as if they were building automobiles by having a man just start and put it all together--the production line. So they had electric furnaces there--one of them quite a long operation that they could put the ware in it and move through and be fired. They hoped to stimulate the production on a fairly mass production basis of a good grade of thin translucent china some of which is still in existence. I believe that they even presented some [to] the White House. Mrs. Roosevelt, I think one time had a gift from the laboratory of the china that was produced there in the research programs. But the whole idea again there was if that worked out it was a thing that would help improve the economy of the region.

Other things were done in other ways--like the quick freezing and things of that sort. They all, in connection with this unified development business,

flood control and navigation and power had so much said about it that I'm sort of leaving that alone. Some of these smaller things. . . . Forestry did a lot of work. They had a short motion picture film here at one time--Forestry Division--ten thousand forest fires in the 40,000 sq. mile wide Valley area at one time every year. I remember some time later--ten years later--talking to the man who was writing a report for Forestry. He grinned and said, "That is not as much of a problem now, in ten years or fifteen." They had gotten their fire prevention systems organized and working with the Valley land owners, most of which I believe, were farm wood lots. There were some big timber companies of course, like Copper's Company, West Tennessee and Kentucky, The Barrel Stave Industry, I believe for the production of and storing of bourbon whisky and things of that sort which was not new but anyway they were trying to build up a forest resource there.

That Forestry Division also had a Fish and Game Branch, which did a lot of work. At one time there was quite a lot of argument went on when the Fish and Game Branch first promoted the idea of doing away with a closed season of fishing in TVA Lakes. That had been almost gospel for fisherman that you didn't fish during the spawning season and so on. The research indicated that the production of fish given the proper environment was so great that what few fish that you caught that were full of eggs really would not make much difference. I think that is probably no longer an argument.

World War II came along and, of course, that was one of the things that I'm sure the other people you've talked to have gone over this pretty thoroughly. Originally TVA was set up to build these dams to control floods,

to promote navigation, and I believe the word was"incidental"production of electric power. That probably stimulated some the law-suits later on, but when World War II came on, the production needed so much power the Aluminum Company had a big operation in the area and of course you know what that meant in the airplane production business. So TVA began then to go into the production of coal-burning steam plants because literally so much power was needed in wartime purposes that there was not enough running water in the rivers to handle the job. So then they started the Watts-Bar Steam Plant, which I believe is obsolete some years ago, and Johnsonville Steam Plant, Widow's Creek and a number of others scattered all over the Valley. Of course that has gone on from there. But it got away from the "incidental" production of electric power to the point where power was really being expanded and produced in order to take care of the requirements of the region. That brought on a lot of argument from the people who were opposed to "socialistic operations of a big government power agency." That word "socialism" was banded around a lot in the early days and you still hear it.

DR. CRAWFORD: That emphasis on power was not really present at the beginning of TVA, was it?

MR. SHAFER: That's right it was not. It, I think, really started with World War II when so much more power was needed. I suppose someone also previously has commented that the Atomic Energy Installations at Oak Ridge were placed there because this was one of the few areas in the country where they had a large supply of dependable electric power.

DR. CRAWFORD: And you feel that the production of power was rather incidental to TVA's main purpose up until World WarII ?

MR. SHAFER: That was written into the Act, that way I believe. You probably have a copy of it somewhere. I believe that actually the word "incidental" was used--incidental production of electrical power. Of course, the fertilizer production business has changed too. There again someone probably has commented that in World War I the War Department built nitrate plants--I think nitrate plant #1 and nitrate plant #2 at Wilson Dam, Alabama. Wilson Dam was built to provide the power for it--a World War I project not completed till after the war. And of course, producing nitrate fertilizer, there again my understanding is (I'm still talking in terms of the 1930's and 1940's), the farmers throughout the region had tended to try to buy nitrate fertilizer [to] put on the land in the spring, plant their crops and harvest the crops. The rains in the winter--not so much snow in this region--mostly rain would wash out the fertilizer and they would have to repeat the process the next year.

Dr. Harcourt Morgan was one of the three original Board members, who is a Canadian incidentally by birth (I believe it was the town of Wealth in Ontario) and had been at LSU and later head of the Agriculture College at the University of Tennessee and then later President before he came to the TVA Board. They came around to the idea of what really was needed to build up the land. I hope no fertilizer specialists really checks me on

this. The original idea was that nitrate was in short supply, phosphate was in short supply, and I don't think potash was much of a problem so they concentrated, TVA did, on the phosphate fertilizers. Through test demonstration farm arrangement they persuaded farmers, in return for the free fertilizer (I think they paid the cost of transportation, but that was all) to use it on soil building crops--lespedeza, clover, and things like that and let that land lie idle for one year while these cover crops on this land that had had phosphate and growing legumes the farmers discovered that their crop production jumped tremendously. That was the whole test demonstration farm program. I'm sure somebody will go into that--I don't know if they'll concentrate on the last twenty years or not--but this was there again back in the early days.

Well, I got off into the fertilizer business here. There again I guess the labor relations part of it. I'm probably talking as if I were talking now to somebody from India or Pakistan who was in here wanting to know how TVA got started and so on. This is old hat and pretty primitive stuff to people working in these fields today.

DR. CRAWFORD: Not necessarily. I think it is well to approach it as if the reader or listener did not know a great deal about it.

MR. SHAFER: I suppose up to the time I retired we had had around 40,000 people from other countries--some in groups and some individuals. A lot of them coming from developing countries. What TVA was doing in the first ten years probably was more useful to them

than some of the later work which was pretty technical, complicated, and expensive. So I think that is one reason that I am always sort of fascinated about what TVA was doing in the early years. Going back to this colonial business again--and someone else has probably mentioned a number of things written about it--there was the exodus from the South to the industrial areas of the North of young people. As one writer mentioned it, the South had the expense of producing the children and educating the children and then when they reached their productive years they went off to work in the industrial plants in the North. In their retirement years, and that was before Social Security and some of those things, they came back to live here again when they had passed their peak productive years. So it was a bad deal economically for this region.

Oh, I know the labor relations part of it--TVA has generally had a very good relationship with the labor organizations as a matter of policy. I believe TVA was committed perhaps from the Act to paying not less than the prevailing wage throughout the region. I guess, they are still doing it, but for years there I can recall that they sent personnel staff members once a year around the region as far out actually as Birmingham, Memphis, Louisville, I am not sure whether Cincinnati was included, to work up information on what the prevailing rates of pay were. Originally, most of the labor union members in this region were members of, I guess, roughly fifteen American Federation of Labor Craft Unions. It's a whole new story about the time the AFL-CIO conflict in the thirties and later the merger and so on. One story was that a man

named Clair Killen was sent here by, I think, the National American Federation of Labor organizations to sort of keep an eye on TVA to be sure that they did what they were supposed to do and lived up to their obligation. He was pretty rough-hewn sort of character, but he was doing his job. He did it so well that TVA hired him and, he was, I believe, perhaps our first labor relations consultant. Have you run across the name yet?

DR. CRAWFORD: Yes, I have heard the name, Clair Killen before.

MR. SHAFER: He died, I think, from some respiratory disease, I don't know if it was cancer, or tuberculosis or what. He did a lot and of course, E.B. Schulz followed him and so on. There is one, I don't know whether anyone has mentioned this. It concerned the drinking fountain that was put up by the Tennessee Valley Trades and Labor Council at one of the approaches to Norris Dam where visitors walk around and stand there and look at the Lake. The drinking fountain on a bronze plate is a bit of verse that was a favorite of Clair Killen's. I'm not sure I can remember it all at the moment, but I am going to try if I stumble here I'll just have to write it off.

"Mourn not the dead who in the cool earth lie,
Dust unto dust returneth as all men must
But rather mourn the apathetic throng--
the cowed and the meek, who see the world's
great anguish and strong and dare not speak"

And he was not one that didn't dare to speak! (Laughter) But have you run across that one before?

DR. CRAWFORD: No sir.

MR. SHAFER: It was put up by Tennessee Valley Trades and Labor Council.

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DR. CRAWFORD: Mr. Shafer, can you give some more details about the visitors arrangements. I know that you must have made efforts to systematize this since you had large numbers of them. Who cooperated with you and how did you arrange their tours from beginnning to end?

MR. SHAFER: Do you mean who cooperated within TVA or other agencies?

DR. CRAWFORD: Within TVA first please.

MR. SHAFER: The foreign visitors probably like topsy just sort of grew, like the 600 to 2800 after World War II. But there were a few coming through along in the earlier years--Barbara Ward, for instance, and her husband, Commander Jackson, who at that time was head of an organization for development of hydro-electric projects in Ghana. It really did sort of grow. We had a steady group, but no large numbers until World War II. Then I was gone for two and a half years. When

I came back it started in with 600 foreign plus probably an equal number of groups from this country.

In TVA, I think, the general policy was: These people are interested in what we are doing so let's be helpful and nice to them, but occasionally though, when we would get requests about help like assigning a staff member to their country for awhile or something like that the answer generally had been from TVA that we were set up to develop the Tennessee Valley Region, and that we wouldn't get into it.

There have been exceptions. For instance, Gordon Clapp at one time with a man from the chief engineer's office, a man named Van Court Hare, spent some tome I don't know whether it was two or three months or six months again, in Jordon working up a program about the development of the region there--the rivers and so on. There have been a number of others, Bob Lowry was in the small watershed program originally and I've forgotten what the name of it is at the moment, but Lowry was assistant to the chief of that particular staff. He and a couple of engineers spent some time over in Vietnam and Cambodia, I believe, perhaps back in the early sixties--somewhere in there. So we have actually sent staff people out at various times, but, I think, TVA's general policy has been: We are set up to develop the Tennessee Valley Region and so we won't get into any depth of any other side of it.

I think if it were done carefully, with perhaps some very cooperative foreign governments, particularly small ones, on a small scale as a demonstration it might have been exceptionally helpful, but there again, it just

was not the policy, they did not do it.

The big influx really started about the time I got back from World War II. We didn't have too many facilities. We had a couple of small offices. Later on when Evans came I gave him a kind of a long memorandum that some of these visitors, particularly the ones who were fairly high up comparable to our Secretary of Interior or Agriculture or something like that, from various countries, they came in and were greeted in a small office with a half a dozen strait-backed chairs. They began to look a little funny that they were not getting the attention they should have. Following that, after that memo to Evans, we set up a visitor's lounge and reception room, with a secretary in there so it looked a little more like here was some place where we understood how important they were.

This partly is public relations. Some of them would never say anything about it but you could get a sensation. I used to joke about some fairly important individual coming and trying to get him an appointment to talk to somebody in TVA who had a rug on the floor, (laughter) because it made them feel like they were more important. I will say though that we used to worry the Board of Directors a lot and they were very cooperative about talking to them. This obviously they did when kings, queens and prime ministers came and we had banquets, and motorcades and things like that.

I think I have mentioned before a number of the Board members, going all the way back to Senator Pope and just before and just after World War II. He was the one [Chairman Pope] that succeeded Arthur Morgan after the big fight over Morgan and Lilienthal. He was very good about that. [talking

with visiting dignitaries] Dr. Raymond Paty, who was a former president of the University of Alabama and the University of Georgia system, was very good about it. Frank Smith, more recently on the Board and then A.R. Jones, another director, who was originally from Kansas, were very helpful to us. Generally speaking, granted that the Chairman of the Board is usually the spokesman for TVA and he is pretty busy, I think that probably General Vogel was the first chairman who really took a lively interest in it. We got a little more in the way of pressure-putting on division heads perhaps a little more money for this, and that and the other, while General Vogel was here.

I can't speak much for what's happened since 1965 when I retired, but generally speaking it just sort of grew. Individuals that came in--foreign and U. S. , we handled newspaper people, for instance, who came through here--Americans as well as foreign ones. Whatever their particular field of interest was we would try to arrange for them to talk to the chief engineer, agriculture people, perhaps, personnel, or finance. We tried to handle it on a basis of talking to them when they came in to find out what they really wanted to see. We talked to them in the mornings and took them on field trips in the afternoon. You couldn't always depend on that. I remember on one occasion someone of some foreign government came in and we had word from Washington that he was particularly interested in finance and accounting systems and would want to see our comptroller. When he came in and we sat down to talk to him, he said, well, really he had done a lot of work in that field, but what he was really interested in now was talking

to somebody about our engineering and agricultural work and things like that. So that was the reason that we never really tried to set up a schedule too much in advance. This man's coming in and he is interested in so and so--so we'll make appointments three days in advance--to talk to the head of the personnel staff or head of the accounting staff because when he came in it might turn out that is really not what he is interested in. It meant that we did a lot scrambling at time, telephone calls at the last minute. People in our legal division, incidentally--our present general manager here, Lynn Seeber-was very good. He was on our legal staff at that time along with a lot of others.

We worried almost every division. Some of the, agriculture for instance, had gone to Muscle Shoals. Most of the time I was here and they were in Knoxville so that helped a lot. Purchasing went to Chattanooga. We sent a lot of them down there and to Muscle Shoals. We had some very good people, Louis Marks with Power organization in Chattanooga, I think he has retired now. W. B. Mosteller, who was sort of aide to Nelson, the head of the Chemical Engineering operations, was very accommodating guy and would go out of his way as a good many visitors reported to us to see they got what they wanted.

One wisecrack I remember in one of our first seminar groups we had here. We took a tour around the valley. One of these young fellows was from Thialand and another from the Phillippine about fifteen of them on the bus. [They] came down to one place in Alabama out in the country and there was some Negro women picking cotton with these long bags which I guess, you are familiar with, going along, so three or four of these fellows

see what it was like. I remember that the Phillippine lawyer wisecracking about the Thai, "Look at that cotton-pickin' Thai." (Laughter)

What we did, this staff that I had originally, two of us ,then three, four, five and six and secretary as the load increased, we had no authority to call up a division head and say here's a minister of agriculture from Nigeria, [who] speaks excellent English and he is very much interested in what you are doing. We had no authority to say, you know, or even imply that you got to see him. Some would cooperate, some wouldn't very much. So that maybe is the best way in the long run, I don't know. It gave you a headache at times trying to keep the visiting dignitary happy and get something out of a particular division. It pretty much depended on the individual head--some would be cooperative beyond the call of duty and some would duck it whenever they could.

Occasionally, the TVA General Manager sent a memorandum to all the division heads hoping that they would be cooperative, but nothing firm about it, pretty much the ones that had been continued to be and the ones that had not been much help heretofore did it a couple of times and backslid again. It is difficult to say the ones who didn't cooperate with our visitor activities very much were busier than those who did, but there is always that possibility. Going back to your question about how cooperative were they and so on, was there another part to that or was there another question?

DR. CRAWFORD: Subsequently, what group outside of TVA were most helpful to you? Labor unions, other government agencies?

MR. SHAFER: Starting with the top we worked, of course, when we had kings, queens and prime ministers, motorcades, and banquets, with the protocol office for example, in the State Department, particularly the Bureau of Reclamation, had quite good working arrangements. Ted Wilson and some others in the Foreign Aid Administration--the name of the organization has changed so many times that I'm not sure currently what it might be--but you know what I mean. I think at one point it was a branch of the State Department, wasn't it?

DR. CRAWFORD: I think so.

MR. SHAFER: Then the agriculture people sent a lot of people down and were very helpful in working out the arrangements. We planned on our Washington office an awful lot; Marguerite Owen and Betty Godfrey and June Martin. We would call on a lot of things, for instance, in this banquet business we would ask them to check about diet, idiosyncrasies that the visitors might have, even to some suggestions to what wine we ought to serve or any--in some cases none. So they were an awful lot of help. They all three--Marguerite, Betty and June--who were the office staff at that time helped a lot.

I was trying to think. We had various foundations--Rockefeller Foundation, Ford Foundation, Eisenhower International Fellowships--does that one click again--the instigator of that was a man who was president of the Scott Paper Company that gave his rather luxurious home in Philadelphia, big place for a headquarters with some money also. Best I remember that they approached Eisenhower about some sort of a birthday

gift or something and he suggested something helpful in this international business so they set up Eisenhower International Fellowships and we have several from that particular organization. Some of the smaller foundations are now.

There is something I almost forgot--at one point I guess, 1960 or '61, Marguerite Owen, I think, must have had something to do with it. Mrs. Alice Miller, I think her husband is fairly well known in legal circles--William Pickens MIller--anyway she at that time was the Executive Director of Stern Family Fund, I think probably one of the New Orleans Newspaper families and the Stern Family Fund put up $330,000 to operate an International Visitors Center here as an experiment and it went on for about five years or something like that at the Farragut Hotel. TVA's architects assisted in working up the fourth floor with rooms, lounge, dining room--things of that sort. So that actually was a major item that came along in that visitor business.

DR. CRAWFORD: What happened to that center?

MR. SHAFER: Well, the money from the foundation ran out and I think, TVA paid the salary of the director of it, Francis Rosensuag, who was born in France, had a law degree from a French university and, I think, an electrical engineering degree from either U. T. or one of tbe others. He married a Mississippi girl who was an American Airlines hostess and they are a very delightful family and I believe he is still working for TVA on the engineering staff. He was abroad for awhile as an engineer who checked on firms like Brown

Bovary and some of the English speaking electrical equipment for TVA. He's back in town though. He has a brother that we met in Paris--Jane and I were over there in '66--who is a lawyer in Paris. I think after the money ran out, TVA paid Francis's salary for another year and then it just sort of ended. I'm not sure whether there was a considerable effort to interest some other foundations in providing some funds to carry it on and they didn't work out so when the funds ran out for renting this floor in the Farragut Hotel, it just stopped. And as far as I know is not going on. I think it was still going on a year or two after I left, but by that time they were getting down to the bottom of their 330,000 dollars and had not had any success in arranging . . . . That was worked up with the help of a lot of local people too. Which brings me to another thing which I will throw in before I forget it.

Somewhere along in the, I suppose, late 1950's our chairman, General Vogel was speaking to a Rotary or Kiwanis or one of the luncheon clubs here he got onto this subject of the extremely interesting foreign visitors that we had--all ranks and personalities, so on and it was really bad that they didn't have an opportunity to meet people in the community. At that point Bob Chapman who is manager of Kimballs Jewelry Store here on Gay Street said, "Well, I'll volunteeer Marian", his wife to take on some of that--coordinating and arranging for people who come in. We would let her know and we usually did have a few days notice--and she would look over the people she knew and then the word got around, who would call in, who might be interested in the foreign visitor because of his national

background, his professional background, or various and sundry things.

That went on for several years and finally the money was put up, I guess, by a group of merchants here. As best I remember it was to hire Ruth Henderson who was retired I believe, from the, I think, International Girl Scout organization. So we would give Ruth a list each week-end of the visitors that were expected next week and any biographical data that we could and using her knowledge of the local people and what sort of visitor they would be interested in she would sit down in her apartment and use the telephone and work out a program . Then she would let us know and we would talk to the visitor when they came in and explain that so and so had extended an invitation to have dinner with them that evening and that sort of thing. That worked very well and I think that it undoubtedly did a lot to build up good will toward Americans, toward people in this region, and maybe some of it reflected on TVA. That went on for some years, I'm not sure that Mrs. Henderson was retired when she took that on and doubt if she is able to continue now if she is still living. I haven't seen Ruth for a long time. But it was very effective. Marian Chapman did it first, and she arranged for, I guess, some of her friends or some of Bob Chapman's business associates put up some money to keep it going.

Some of those results were rather interesting. One family here, an architect, had some Egyptian cabinet minister years ago, and a pleasant evening, the architect and his wife visited Egypt some four years later. Dropped them a note that they would be in and could they have dinner together or something? So the guy sent his chauffer to the airport and

picked them up and took them to his office and apologized for having a meeting and wasn't able to meet them (in person) and I guess gave them about two days with a deluxe tour. That sort of thing in more or less degree happened occasionally. Dr. Paty, who I mentioned--a TVA Board member--we had the man from Mexico and his daughter. He was the equivalent to the Secretary of the Interior to Mexico at the time of the original Mexican government expropriation of the oil properties. That was back in the Roosevelt Administration period. He was the guy who signed the order presumably at the instigation of the Mexican president, of course. But anyway they talked to Paty--I've forgotten whether they had lunch together or something. Paty (Dr. and Mrs. Paty) went to Mexico about a year later or something and this man had a Mexican government plane fly him around to look at the some of the TVA type projects that they were doing down there. It was an individual thing rather than any calculated policy on TVA's part.

DR. CRAWFORD: What sort of budget did you use in this work?

MR. SHAFER: I always had a little problem finding out how much money I did have. (Laughter) Our office space--we had--let's see--about the last five or six years I was here we had Mrs. Thompson and three men, one of whom was Myers was still down there who took over when I left, and a secretary and we did have the privilege of spending some money calling in retired TVA people--not all of them retired. Jones down there now who is a fairly young man--in his fifties, I guess, an army captain in World War II, owned a farm and he had an insurance, business (agricultural insurance) but he had a tremendous personality for

talking to people so it wasn't entirely retired TVA employees but we did hire them on an hourly basis. We had to do that in order to have a contract in order to be able to drive TVA cars. Unless you were more or less officially employed by TVA obviously you couldn't drive the government automobiles.

At the time I left in early 1965 I was making something over $14,000 a year and the others ranged down from that. Mrs. Thompson Matheis, Meyers, and Jefferson, Matheis and Jefferson incidentally have died in the meantime, but they both retired later and died. I don't know what the secretary's pay was, but it was probably just comparable to TVA's secretarial work elsewhere. I haven't added it up and don't know what the payroll total would be. I find it a little difficult to get an estimate out of the office as to how much for office space, telephone calls, things like that, just how much I could use. So what I finally did when the visitors were coming through in such floods was just go ahead and spend it and wait for somebody to scream. Not too often that they did!

DR. CRAWFORD: How did you arrange the auto motorcades the dinners and things like that.

MR. SHAFER: I mentioned to Dr. Tanner, of the TVA Public Safety Service. Various people in charge at times most of the period when we had that large influx of I guess, Charlie Key is still working. I don't know whether Claude Grant, who was an aide to Key, is. When we knew someone was coming in like UNU, the prime minister of say Burma, who went home and was put under house arrest by the way, or the King and Queen of Thailand and so on, we knew they were coming, as I mentioned earlier about working with Washington about setting up

arrangements for a banquet and so on for the directors. We usually invited the mayor, and the county judge who were respectively the two top administrative officers of Knox County and the City of Knoxville. Sometimes, once or twice, we had the governor. Our office arranged that.

Then when it came into working up the motorcades we called, of course, the dams and steam plant people, the superintendents down there. Howard Nelson at Fort Loudon was very good in that sort of business. Then if they wanted to have a look at Oak Ridge we got in touch with our counterparts out there--Ed Stokely, John, (John's left and gone to Washington with the AEC some years back and I can't think of his last name) Wayne Range in the AEC organization. They would take over when we would arrive at the Oak Ridge boundaries--they would take over and then we finished and left. Our agriculture people made the arrangements for visisting test demonstration farms here like the one farmer north of Knoxville who gave the Prime Minister of Afganistan a jar of homeproduced honey. We worked through those and then of course, those things usually involved traffic control. So our Public Safety Service and I would work up a schedule and then go talk to Key and Grant and they would make the arrangements with a state police, the Knoxville Police, the County Police, and when these people stayed in hotels here and things of that sort there were usually arrangements to have firemen on duty in the buildings at all times when they were there, and usually one or two plain-clothed detectives. There were once or twice intimations that somebody might try to assassinate some of the VIP's who were here. It never happened. Some got shot when they went home.

The motorcade arrangements and all worked through our Public Safety Service and then we would go over the route--usually I tried to--a day or two ahead of time, to drive over the route to see how we would get in and get out, and turning around. It helps a whole lot to just see it and be familiar with it. The farmer, of course, and his family were, by and large, highly cooperative. With all these arrangements I could reel off a list of names, County Agents, our agriucltural people. We worked through the county agents on these deals. We had TVA cars. We borrowed or rented a Cadillac for the VIP and the rest of them were TVA Board Fords, Chevies, and Plymouths. But all were driven by a TVA Public Safety Officer because our police people said they could just guarantee a smoother operation if their people were driving. One little item: We usually had one of the TVA garage mechanics with an empty car trailing the whole procession and once or twice we have had to use it. On a car break-down why he would take that broken-down car and the car he had been driving we would use to keep going. So that worked out quite smoothly, I think.

General Vogel when he first came in, of course, [was] not too familiar with TVA, I remember the first one or two of these he was sort of mopping his brow and thinking, "I don't know what's going to happen." Then he came around a couple of days later and said, "Gee, that was beautiful." So I think of the combination of all these people and the banquets we had, I mentioned the officials. Then later on then again I think the hand of General Vogel had a lot to do with it. I guess we had a hundred or hundred and fifty people at the Andrew Johnson Ball Room and this was before the Hyatt Regency and most of the motels with a head table and a

number of round tables scattered around through the dining room.

Jim Bradley, the Andrew Johnson manager, at that time was highly cooperative, especially since occasionally we had a visitor from Africa and going back twenty years Knoxville was not quite as adjusted to desegregation as it is now, although Knoxville did make that transition quite smoothly for which a number of people deserve credit. I mean not connected with TVA at all. We had the Prime Minister from the Federation of Nigeria. Here incidentally and because the hotels were a little sticky about segregated dining rooms, the local people had a couple of pickets--black pickets out front of the Andrew Johnson about 48 hours before the Prime Minister was due to arrive. We knew that would be a problem because obviously he probably wouldn't walk through a black picket line. I don't really know what happened there. We talked to various people about it. I think probably some of the Negro leaders in the community perhaps got the thing smoothed out. Bradley, the manager, was wondering what would happen. They had their swimming pool there then outside the Andrew Johnson. I don't know if you pay much attention to that or not, whether some other guests would complain if some of the Prime Minister's entourage decided to take a swim. So the hotel manager, Bradley, said, "Well, we'll just arrange to have a deputy sheriff of duty around there and if they want to swim--o.k. If somebody 'white' starts a commotion the deputy sheriff can talk to them quietly and tell them to 'cool it'." So we got a lot of cooperation from people like that.

DR. CRAWFORD: You had to work closely with the community, didn't you?

MR. SHAFER: Yes. You sort of walk a tight rope. You didn't want to be an all-out fighting liberal or you got in trouble with the community and you didn't obviously want to be a Selmer, Alabama or a Boston, Massachusetts or you would get in trouble with the visitors and the State Deparrment. There again it was interesting and Knoxville with a lot of credit to various and sundry people, not connected to TVA necessarily, that that whole business worked pretty smoothly--the race situation. Because we had quite a lot of visitors from a lot of the African countries. I remember one man. When I said I spent money I never heard much complaint. Once we had a small seminar, but they were high ranking guys. One was the head of the Iranian Electricity organization and the other was the comparable man for Nigeria. This was pretty far back too. Jim Myers had joined us by then and after they got through with the Knoxville part of it--a couple weeks or so--around the Valley, went to Chattanooga which wouldn't be too much of a problem, but in the meantime then there was that drive across Alabama probably stopping in Decatur, Guntersville, and places like that, to eat and so on before they got to Muscle Shoals where we could arrange and control it at the dam, the big TVA establishment with its own cafeteria and plant and things like that.

So I went ahead and made arrangements which was charged to our office account for the TVA plane--or possibly I may have written a order for a commercial plane to fly from Chattanooga to Muscle Shoals so they wouldn't have to go through the small towns, see, and possibly stop for lunch. So Paul kind of browsed a little bit about spending that. Well, I think it's

saved a lot of commotion and probably kick- backs to Washington. So Jim went with them and when they left Chattanooga they just flew to the Shoals. I don't know what it cost--not any monumental amount.

We had one Negro visitor, I can't remember where he was from now, who called me one morning at the office and Matheis was going to make arrangements to talk to him--he called from the hotel and he gave me a real pitch about segregation here in the South and how the "Voice of America" was broadcasting all about democracy in this country and so on. It was sort of a pitch that you get from the leftwingish sort of American or foreigner anyway. A lot of it sounded recorded. (Laughter) I said, "Well, we hope that you will let us pick you up and show you something about TVA." "No," He gave me more of the same thing almost like he was wound up, repeating something he had memorized about this "Voice of America" and we didn't live up to it and so on. He completely refused and I called back to his sponsoring outfit in Washington and talked to them and they said they would meet the plane when he came back. But when he finally kept on with this, I said, "Well, I tell you, I'm a native of this region and about a week ago I walked out of a drug store here because they wouldn't serve a couple Negro patrons who were there ahead of me, so I probably know about as much of this as you do." So he sort of calmed down, but he still wouldn't come over.

But we ran into things like that. A man from Ghana one time was sent by, I think, the Department of Agriculture but, I'm not sure. This was some years back too. I don't know whether he wanted to do it or whether

he suggested it. He came down through Virginia on a bus and of course, as he explained, when he got in, he was pretty hot. In the first place they stopped for lunch, they gave him his coffee and food in a paper cup and paper plate and he thought it was kind of funny when they were giving everybody else china, but he started to eat, and then the manager came out and just took him by the shoulders and out the door. Now I don't know who it was in whatever department it was in Washington that was stupid enough to let him take a bus along about 1955 or maybe a little earlier to do that, but if you are trying to make a point, it is all right, but if you are trying to see that they visit the country, and see the technical work that they want to see with a minimum of ruffling their feelings or being insulted then, you just try to anticipate those things and make the arrangements that will get them through the area with a minimum of that sort of thing. I am sure rambling here. You may want to stop and ask a few questions.

DR. CRAWFORD: I want to ask what the state of the visitor's program was when you left in '65, Mr. Shafer?

MR. SHAFER: Well, there was not much chance of getting any more support for it. That was about the time that General Vogel had left. That incidentally, was an interesting thing. Apparently most TVA Chairman and other Directors at that time, if they were appointed by a Republican president or a Democratic president, they stayed till their term expired. They may have not had any anticipation of being reappointed but at least they didn't resign. General Vogel as I understand it, when the Kennedy Administration came in, submitted his

resignation just like a cabinet officer would, and I think about a year later they accepted it, but Gordon Clapp, for instance, as I remember finished out his term.

DR. CRAWFORD: He had a specific 9-year term, I believe.

MR. SHAFER: Yes, that's right. Originally, it was 3-6-and 9 and then each succeeding one was 9 years. I don't know, I suppose General Vogel just felt the way cabinet officers do and for whatever his reasons, he did apparently submit a resignation which I think, about a year later they acted upon. Frank Smith and Jones, who were there at that time, the other two directors were very helpful, but still the chairman pretty well sets the pace. Then of course, Wagner moved up. Now Wagner, Larry had a wild run as manager and a very efficient guy and a very nice guy.

DR. CRAWFORD: Who was there at that time with General Vogel? Frank Smith was appointed in the sixties, I believe?

MR. SHAFER: Jones that's right. He was appointed by Kennedy. We had two or three short ones. Brooks Hayes--coming from Arkansas, you should know Brooks Hayes?

DR. CRAWFORD: Yes sir.

MR. SHAFER: And he was a most delightful guy. He's good at making speeches and telling stories and he also has a lot more common sense behind the joking than a lot of people give him credit for. I am quite an admirer of Brooks Hayes. At one time for a brief period Dean Welch, who was Dean of the College of Agriculture at

the University of Kentucky was a Board Member. I think he left to take assistant Secretary of Dept. Agriculture or something like that in Washington.

DR. CRAWFORD: And is now, I believe, with the Tobacco Institute of America in Wahshington.

MR. SHAFER: I don't remember. Not part of the time when General Vogel became Chairman, Dr. Harry Curtis was just finishing out his term and Dr. Raymond Paty. Now that is going back to 1955. It took me a minute to think through the thicket of short term and long term. But I think when General Vogel was appointed Chairman succeeding Gordon Clapp that Dr. Curtis was on the Board. Then Dr. Paty died of a heart attack, Dr. Curtis retired and A. R. Jones who had been Deputy Director of the Budget in Washington after leaving Kansas. Jones is a very nice guy too. Frank Smith came on. Somewhere in there, I've forgotten whether before Smith, Wagner came onto the Board briefly and then when Vogel's resignation was accepted Wagner was named Chairman.

But Wagner never really had an awful lot of interest in the visitor business. So the answer to your question about what was the status of it about the time I left, frankly,that is the reason I left. I thought you know I'd be beating my brains out to keep on because there was an awful lot of night and week-end work and things like that, and I had been doing this for years and when General Vogel bacame Chairman it looked like we were really getting somewhere and then when he left it looked like sort of another stalemate, because the other two directors at that time, I'm not sure. The present man whose term expires this year, McBride, I

think he was just coming in maybe. I don't really know much about him. I've met him and that is all. I knew Smith quite well. He spoke to a Sigma Delta Chi meeting here once. He's also an author.

DR. CRAWFORD: Editor and reporter.

MR. SHAFER: Yes. So I couldn't see anything really to be gained. You would have to knock yourself out and you couldn't get any more money for your staff and I hesitated to ask them to take on a lot of extra week-ends and night work and so on--meeting people and doing all this business. Now the heads of state, motorcade banquet business, that was another thing--you expect that. But [the other work] just day in and day out, there was a lot of overtime work that needed to be done. At that point being under Civil Service Retirement with an automatic cost of living increase, which tommorrow I should get a retirement paycheck which shows 7.1 or 2 per cent salary increase. Anyway one of the fellows over in finance reminded me of that two or three years before I retired and I thought--what the heck! So I just gave it up. You either did it that way or you sort of ran a bureaucratic organization where you did the things that you could do in eight hours a day excluding again your VIP business which is something else or you just took a bureaucratic operation. I really didn't want to do it that way, so since I was fifty-five and a half and had thirty-three years time and was lazy anyway I just decided I would retire.

DR. CRAWFORD: I assume you had many things you had been postponing and were looking forward to doing.

MR. SHAFER: Actually, when I first got out I wrote to some of

the foundations and foreign construction companies and so on to see what possibilities there might be there. The trouble is, as John Oliver in Lilienthal's organization wrote back when he heard I had retired, if this were Iran a few years earlier he thought there would be a good spot for the type of thing I was doing. But what they really wanted instead of coordinators and public relations people were engineers, and agriculture specialists, public health people and things like that. Of course, what I was doing you would have to classify as sort of a coordinating job.

I don't really know what happened after I left. Matheis retired and he died of a heart attack a couple years later. Jefferson retired a little later and he was having some problems following some surgery anyway. He died about a year after Matheis. Mrs. Thompson retired about a year or two after I did.

We had been a part of the Information Office, which was helpful from the standpoint of calling people in the divisions or the Board Members or the General Manager, Mr. Louis Van Mol, the father of the Director of Information was General Manager then after Wagner. Van Mol was quite helpful too. General Manager has, I'll admit, a pretty damn busy routine day in and day out docket to do, but he was quite helpful. I liked Van Mol and he was quite helpful to us.

But anyway the staff had been in the Information Office and then some time, I not sure if it was year or two later, the staff was transferred into a division so that instead of Myers reporting to Evans as he

and I had done, he reported, I think, to a branch chief who reported to a Division Head or something like that. I think it was almost an impossible situation to try to work under the type of arrangements that you had--cabinet officers and people like that--you had to go through too many hands. That did not work out too well. Now one of the guys that he reported to had been helpful with visitors--now I do not know if they got along too well or not--but I think that was more personality clash. Myers and the other man, who had been up in the legal staff, and I mentioned the lawyers were always pretty helpful.

Anyway that did not work out too well and I guess after a year or two Myers complained to Evans that they could not get it done so they are back in the Information Office as of a year or two. I'd drop in and have bull sessions with Myers and his staff down there every once in awhile, but I deliberately tried not to look over Myers' shoulder or see what they were doing. So I would be no expert on it after I left in early '65.

DR. CRAWFORD: Let me ask a question unrelated to this since you are in public information. Who was the first Director of Public Information and how long did he serve? That may be a little known fact.

MR. SHAFER: I do not even know the man and the best information that I have is that he never came to Knoxville to live. His name according to the early records that I saw was Arnold Kruckman. I feel reasonably sure that Marguerite Owen would probably be able to tell you more or possibly if you happen to be talking to any of the Direc-

tors--early ones. I'm sure he is in the records--about six months--someone said once. I may have gotten this information from a man named Herbert Goff who once worked in our office. Herbert Goff had been a secretary to A. E. Morgan and Antioch, I think. He came into the Information Office in the early days and Goff may have been the one. Herbie may have been the one who told me about Arnold Kruckman. Apparently he had little to do with TVA's information policies in a very short period. There was an information man in Washington office, George. . . . (can not think of last name). As a matter of fact he belonged to the National Press Club.

We also have had at times information men stationed in Muscle Shoals and Chattanooga. I don't know whether that has been brought out or not, but one of them was a man named V. D. L. Robinson, who was a graduate of Centre College. He died in the summer of 1946, but he was for some years an administrative assistant to Lilienthal and then was transferred to Chattanooga and for a number of years he was down there when I went into military service. [He] handled the information arrangements. He's the one when we had the Congressional Investigation of TVA and the tour of the Valley, [who] arranged for the Congressmen, TVA staff and so on to spend the night at the Lookout Mountain Hotel up on top for four dollars per night--dinner, lodging, and breakfast the next morning. Now that even in 1939 was remarkable! He was pretty good at dealing with chambers of commerce and that sort of thing, and he was a very nice guy--short man with a cigarette holder sort of like Franklin Roosevelt, but a nice guy. We had a man at Muscle Shoals for awhile--can't think of his name now. He left, he supposedly came from

Texas originally and had grown up with Maury Maverick. Do you remember Congressman Maury Maverick? It's a funny thing, I can't think of his name now.